

A low-angle, upward-looking photograph of several tall skyscrapers in a city, likely New York City. The buildings are dark and silhouetted against a bright, overcast sky. The perspective creates a sense of height and scale, with the buildings converging towards the top of the frame. The overall color palette is dominated by dark blues and greys, with a bright white sky.

NATCA *at the* CROSSROADS

1996 ANNUAL REPORT

April 1997

Dear Members and Friends:

In 10 years, NATCA has catapulted onto the national scene in every way imaginable.

Today, we have much to show for the hard work of members around the country and in the U.S. territories. Men and women who devoted inexhaustible energy to establishing and then growing this union made it into a credible organization with stature, influence and integrity.

NATCA's presence in aviation has not gone unnoticed. Daily, inquiries about its history, achievements, lessons learned and high points come into the national office. It's as if we are a model for success in a decade when many other organizations – including unions – saw diminished power and authority, downsizing and declines in membership or revenues.

Unfortunately, we have no formal archive where our past may be easily mined by reporters, congressional staff, students or trained researchers intrigued by NATCA's role in aviation. By offering the first annual report, we hope to begin correcting this breach.

A regular communique to members will also help us. In the buzz of day-to-day operations, we can become so caught up in tasks at hand that we forget recent successes. With a record – however brief – we can better assess once the fray has settled. Our goal is to, annually, present a summary of accomplishments from regional vice presidents, national office staff and officers as a way of reminding members that good things do happen to and for us – and frequently. While progress may not be apparent from year to year, it almost surely will be visible when comparing information over a span of time.

Most importantly, you will see yourselves in the annual report – not by name but by results, because you are NATCA. Our achievements are due to thousands of members who actively participate on committees, task forces, special assignments and details, as officers, organizers, contributors to the PAC, and by helping activists on a daily basis.

Please take the time to reflect on 1996 – a challenging year by all accounts but, certainly, a successful one. Finally, thank you for being a part of the NATCA family, and for your support through membership and involvement.

In solidarity,



Barry Krasner
President



Michael McNally
Executive Vice President



“Forging A More Perfect Union” was the convention theme and set the tone for the president’s welcoming speech.

“NATCA AT THE CROSSROADS” is taken from President Barry Krasner’s 1996 convention speech at Pittsburgh, Pennsylvania. Excerpts from his opening speech accent the annual report’s text.

THE NATIONAL EXECUTIVE BOARD

The NATCA National Executive Board is comprised of NATCA's president and executive vice president, plus the nine regional vice presidents.

The NEB met five times during 1996: Feb. 6 to 8 and May 7 to 9 in Washington, D.C.; July 10 to 11 in Hauppauge, N.Y.; Sept. 4 to 6 in Pittsburgh, Pa.; and Nov. 18 to 22 in Washington, D.C.

It also held eight teleconferences in 1996: Jan. 2, March 8, May 20, June 6, Aug. 6, Oct. 1, Nov. 5 and Dec. 5.

During these meetings, the board considered 38 internal grievances (the vast majority concerned the union's seniority policy, which was passed by delegates at the convention). Of these, only three were referred to trial committee for further deliberation.

The board approved \$7,200 in donations to 25 charitable organizations, including golf tournaments

sponsored by NATCA locals. It also approved \$1,580 intuition reimbursement for four members.

The NEB received briefings from the Safety, Reclass, Occupational Safety and Health, and Organizing Committees, and received updates from the *NATCA Voice* and the accident investigation team. Mary Schiavo, U.S. Department of Transportation inspector general, and FAA's Monte Belger and Bill Jeffers joined the February 1996 meeting. Alex Shandrowsky, Marine Electrical Engineers' Association president, made his case before the board in Pittsburgh.

Meetings are open to all members in good standing, with the exception of those times when the board is in closed or executive session. Minutes of meetings and telcons are distributed to fac reps.

THE NATCA REGIONS

The nine NATCA regions correspond to boundaries set by FAA. Each one is represented by a vice president on the National Executive Board, the union's governing body.

Many responsibilities are common to all, although great leeway is evident in the way they are handled, and in individual administrative, management and communication styles. As one RVP said: "The only thing each region consistently does is provide the best air traffic services in the world!" Most regions are diligent in the following:

- Offering fac rep, media, legislative, labor relations and safety training programs.
- Establishing liaison programs for 540, 530 and 510 branches of the FAA.
- Developing partnership initiatives with the FAA on such issues as alcohol testing, critical incident stress debriefings, and occupational safety and health.
- Recommending members to national committees, work groups and details.
- Disseminating information, such as a newsletter, on a regular basis.
- Creating a web presence.
- Offering special town meetings or similar forums to discuss current topics, including

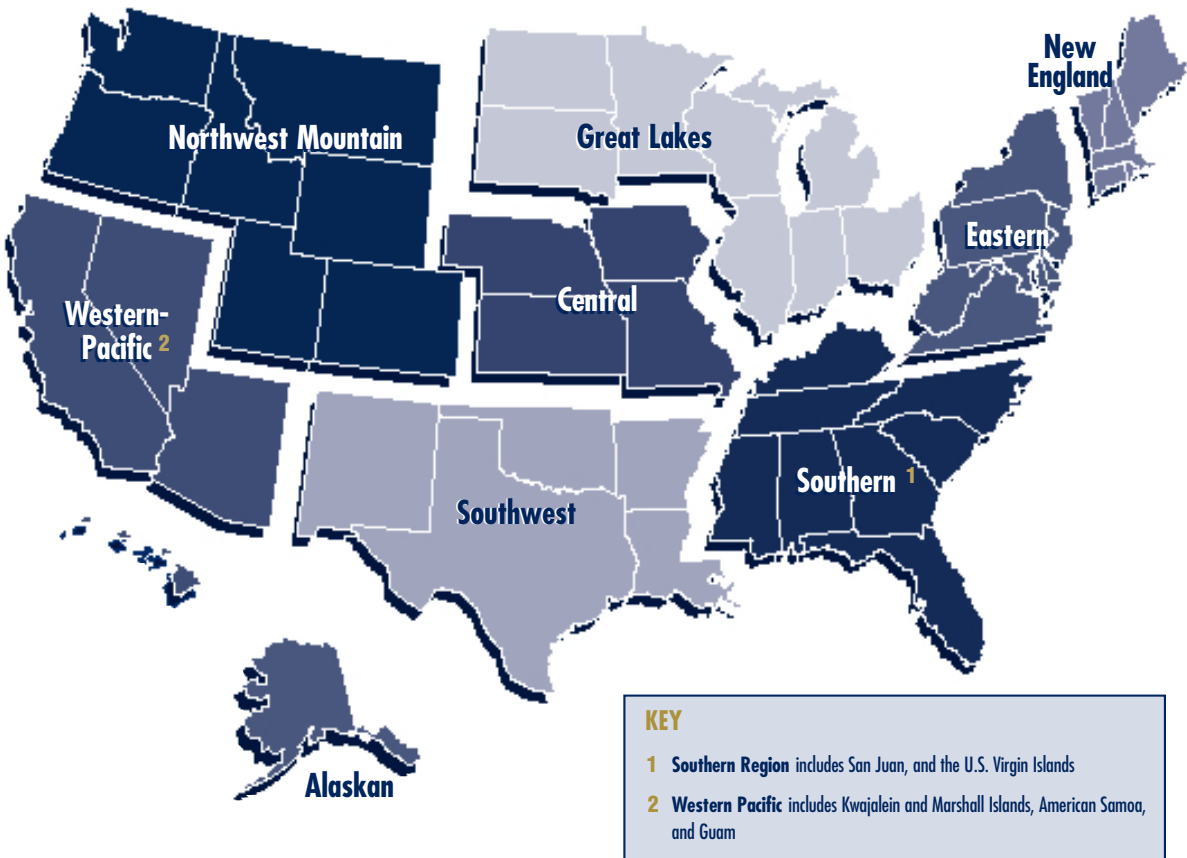
reclass, cost of living allowances, seniority, convention results, and equipment or technology schedules.

- Answering members' questions and attending to daily concerns, such as disciplinary conduct, training failures, workers' compensation, and scheduling.

Tracking success is difficult when calls and pager messages arrive by the dozens each day. Survival is a major accomplishment, considering the demands made upon the regional vice president and his alternates. Sometimes the greatest satisfaction has been personal, knowing efforts help others and watching as ideas take root, blossom and bear fruit for individuals and the union.

Due to space limitations, each RVP was asked to submit only two major accomplishments in 1996. Distinctions between regions occur because of location, one to the other, cultures and traditions, population and urban buildup. These differences have a trickle up effect when fac reps and RVPs lobby for interests reflected by the various types of facilities. To show contrasts, charts depicting types of facilities in the field are included in respective regions. The number of facilities will not always match total number of levels, because many towers and TRACONs are upstairs-downstairs, and are counted separately in one instance and two in another.

THE REGIONS WORKING FOR YOU



DEFINITIONS

Types of Facilities

Each region identified levels and numbers of terminal facilities as well as the number of centers. Definitions below are simplistic and offered as guideposts for non-controllers.

Towers These glass-encased structures are most familiar to travelers. They control traffic from the airport to a radius of three-to-five miles out. Controllers give pilots taxiing and takeoff instructions, air traffic clearance and advice based on their observations and experience.

TRACONS Terminal radar approach control facilities are commonly known as radar rooms, usually located at the base of an airport tower. They normally control traffic below 17,000 feet, anywhere from 5 to 50 miles from the airport.

Centers In aviation jargon, they are called en route centers. They normally control traffic at or above 17,000 feet, which is the bulk of a normal trip. The typical center has responsibility for more than 100,000 square miles of airspace, generally extending over a number of states.

RAPCONS FAA controllers now work at some facilities formerly operated solely by the Department of Defense. Military aircraft continue to fly into airspace that's essentially equivalent to a civilian TRACON.

CERAPs These are combined facilities. The acronym stands for center and radar approach.

Levels

Levels determine - in part - base salaries of air traffic controllers in the existing FAA classification and compensation standard. The smallest, least busy facility is a Level I. As a general rule, the greater the air traffic and complexity of the airport - such as number of runways - the higher the level.

Level I Pilots fly in and out of Level I towers that cannot use radar; they operate under VFR (visual flight rules).

Level II Both VFR and IFR (instrument flight rules) apply to this designation, since these facilities may be VFR or have the first level of radar.

Level III These represent top level VFR towers and the next level of radar.

Level IV All terminals (towers and TRACONS) at this level operate with radar.

Level V All terminals at this level operate with radar and are the busiest in the nation.

ALASKAN REGION

Regional Vice President *Jerry Whittaker*



The Alaskan Region is unique with its vast airspace and many remote areas, often only accessible by general aviation – 50,000 privately owned – aircraft. The population is approximately 500,000 – half living in Anchorage. Anchorage Center airspace encompasses the entire state, is adjacent to that worked by Canada, Russia, Japan and Oakland. It is also a major hub for cargo carriers en route to and from the Orient. The U.S. Air Force provides several practice memoranda of understanding for fighter and intercept maneuver training.

The federal government owns 90 percent of the state's 591,004 square miles which includes 6,634 miles of coastline bordering the Pacific Ocean and Bering Sea. It boasts several mountain ranges and the highest peak in North America, Mount McKinley or "Denali" at 20,321 feet.

Alaska has long periods of darkness in winter and sunlight in summer, is known for harsh winter

conditions and is considered a foreign assignment post. Its cost of living is high, compared to middle America.

Major Accomplishments:

Selection of Anchorage for the 2000 NATCA convention was a highlight in 1996 for this region. Convention delegates chose Alaska after presentations by three other cities.

The region strengthened good working relationships with the Alaska delegation in Congress, including U.S. Sen. Ted Stevens, while lobbying on FAA reform, the cost of living allowance, and 20-year retirement.

FACILITIES		LEVELS of FACILITIES	
Centers	1	I	1
Towers	5	II	4
TRACONS	1	III	1
		IV	1
		V	0

CENTRAL REGION

Regional Vice President *Mike Putzier*
Alternate RVP *Mark Kutch*



Iowa, Kansas, Missouri and Nebraska are the Central Region. Covering four states and a total area of 285,616 square miles, it is a relatively small region, but it makes up for size with spirit. Together, these states represent the leading agricultural producers in the country.

Tall limestone monoliths, red buttes, rich forests, rolling hills, fast flowing rivers and bottomless springs dot the region's landscape – surprising, considering the heartland images of *The Wizard of Oz*. It is also the home to the Gateway to The West, the City of Fountains, and a state with more caves than any other in the United States.

Endless skies are an innocent blue, and can send havoc to a peaceful scene. Blizzards, tornadoes, hail, and a relentlessly burning sun can ride in on the wind, destroying crops as quickly as an Old Testament curse. But when it's right, it's right.

Solid gold sunsets, pleasant warm days, and cool nights make Spring and Fall weather almost perfect.

It is home for good hearted, hard working, honest people, the world's best barbecue, and the blues. Central Region has the best of the "big city" but with a hometown atmosphere. It's the best kept secret in the US.....and residents like it that way.

Major Accomplishments

This region established a Regional Joint Business Team consisting of the regional vice president and his alternate, the FAA regional air traffic division and facility operations branch managers. The team meets at least weekly to discuss issues affecting bargaining unit employees and is modeled after the national group of the same name. Topics include negotiations, grievances, staffing and others of current interest. The facility representatives and managers are invited to meetings and, as time permits, they take advantage of the opportunity. In addition, the manager visits the FAA regional office

and the fac rep visits the NATCA regional office. Partially because of these meetings, the region has a settlement ratio of 90 percent of all grievances in favor of the employee.

Alternate work schedules were established through a regional agreement giving field facilities guidance. It allows numerous types that otherwise would not have been agreed to by the FAA.

FACILITIES		LEVELS of FACILITIES	
Centers	1	I	3
Towers	15	II	4
TRACONS	1	III	6
		IV	2
		V	2

EASTERN REGION

Regional Vice President *Joseph S. Fruscella*
Alternate RVP *All members in the region*
Man Friday *Victore Santore*



Delaware, District of Columbia, Maryland, New Jersey, New York, Pennsylvania, Virginia and West Virginia comprise the “mighty” Eastern Region. Largely perceived as urban, its cities and suburbs are often expensive places to live and work, yet they also offer easy access to other metropolitan advantages, as well as to more rural areas with mountains, beaches and streams. Ethnic and racial diversity are commonplace in the Mid Atlantic states.

Major Accomplishments

Hosting the NATCA 1996 convention in Pittsburgh was a premiere event, which was described later as one of the most well run of all.

The region is proud of its highest percentage NATCA membership – 91.7! It aggressively recruits and encourages interaction among members, reinforcing bonds and ensuring the “family” remains functional and strong.

FACILITIES		LEVELS of FACILITIES	
Centers	2	I	3
Towers	44	II	17
TRACONS	1	III	16
RAPCONS	1	IV	1
		V	9

“The crossing offers a narrow road, and a wide one. I hope we take the wide one. One where our friends can and will proudly walk the walk with us: Elected congressional representatives, presidents, as well as others in the aviation community and the public – the people to whom we are, after all, accountable.”

GREAT LAKES REGION

Regional Vice President *Jim Poole*
Alternate RVP *Pat Forrey*
Alternate RVP *Dan Fitas*



Illinois, Indiana, Michigan, Minnesota, North and South Dakota, Ohio and Wisconsin are the Great Lakes Region. It contains 60 control towers and radar approaches, along with four en route centers. Facilities are the crossroads for traffic moving coast to coast and north to south. These integral states to air traffic experience a robust, expanding economy which is leading to a significant growth in air cargo operations. This change to a full time, 24-hour system has an impact on the system by placing additional demands for services and personnel.

The geographical area of the facilities ranges from the Rockies in the Western Dakotas, across the Great Plains of the Eastern Dakotas and Minnesota, to the states surrounding the Great Lakes and out to the Adirondack foothills of Eastern Ohio. The diversity of the region is rich in history, culture and ethnic makeup. Cities and villages range from small outlying hamlets to farmlands and to some of the largest and most expensive areas in the nation.

Major Accomplishments

An emphasis in 1996 was based on creating, developing and delivering training to fac reps

and other union activists. Its objective was to have a group of people prepared to resolve issues in a timely manner. Training included for arbitration advocates, occupational health and safety, interest-based bargaining, and “train the trainer.”

The region continued to provide growth opportunities for members. Its well-established network of specialists refined how service was provided. The Legislative Committee and numerous members were heavily involved in political campaigns, and it will continue developing this team to achieve demands placed on NATCA in coming years. Newly trained field advocates who assist in arbitration cases have been successful. Three of 12 representatives on the contract team are from the Great Lakes Region. It has also concentrated resources on grievance handling, which resulted in more experienced specialists with greater depth and knowledge about the process.

FACILITIES		LEVELS of FACILITIES	
Centers	4	I	7
Towers	55	II	19
TRACONS	3	III	20
Contract Towers	2	IV	7
		V	2

NEW ENGLAND REGION

Regional Vice President *Craig Lasker*
Alternate RVP *Howie Barte*



Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island and Vermont are the New England Region. This distinctive region is home of six original 13 colonies. Although most of its states are small in square miles, each carries a singular style into urban and rural living. Controlling oceanic airspace and balancing international considerations are among this region’s characteristics.

Major Accomplishments

Concurrent membership drives at Boston Center and Bradley TRACON netted 27 new members and

raised its base to an impressive 85 percent – second behind the Eastern Region.

A Regional Joint Business Team consisting of two NATCA reps, two management and the regional Supcom chair was established. It has addressed major operational issues and met with a reasonable degree of success, solving many concerns before they became unmanageable conflicts.

FACILITIES		LEVELS of FACILITIES	
Centers	1	I	8
Towers	16	II	1
TRACONS	3	III	6
		IV	2
		V	2

NORTHWEST MOUNTAIN REGION

Regional Vice President *James Ferguson*
Alternate RVP *Michael Motta*



Colorado, Idaho, Montana, Oregon, Utah, Washington and Wyoming are the Northwest Mountain Region. It is characterized by the West's tradition of rugged individualism carried over from pioneer days. At the same time, it offers travelers sophisticated urban areas and popular vacation spots.

Major Accomplishments

In 1996, a comprehensive fac rep training was developed. During the multi-day sessions, participants were given clear direction and descriptions of responsibilities or expectations. As the first line of

communication and interaction with members, the fac rep carries the NATCA banner for the membership, ranging from a handful to hundreds of people. Training is a tool for better management at the local level.

This regional also stopped the FAA in wrongfully collecting over \$50 million in permanent change of station funds.

FACILITIES		LEVELS of FACILITIES	
Centers	3	I	8
Towers	16	II	11
TRACONS	17	III	6
Contract Towers	1	IV	5
		V	3

“Our journey began 10 years ago at our founding convention. There, a handful of people gathered with a dream of what should be — could be again, only better.”

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SOUTHERN REGION

Regional Vice President *Randy Schwitz*
Alternate RVP *Rodney Turner*



Alabama, Florida, Georgia, Kentucky, Mississippi, North and South Carolina, and Tennessee are the Southern Region, as well as the territories of Puerto Rico and the Virgin Islands. While states are typically southern, they are under the influence of “outsiders” and, as a result, represent one of the most dynamic areas in the country. Growing at a fast pace, its challenge is keeping up and managing environmental and other resources.

Major Accomplishments

Training programs were emphasized in 1996. They included small groups of fac reps on a more

timely basis, arbitration advocates, and on issues such as labor relations, occupational safety and health, workers’ compensation, leadership, finances and elections. A regional agreement allowed official time to members other than fac reps, meaning more people could attend sessions than ever before.

Increased legislative training and activism contributed to the work and success of the regional committee members.

FACILITIES		LEVELS of FACILITIES	
Centers	4	I	4
Towers	21	II	15
TRACON/towers	37	III	27
RAPCONS	2	IV	8
CERAPS	1	V	6
Contract Towers	1		

SOUTHWEST REGION

Regional Vice President *Rich Phillips*
Alternate RVP *Bill Shedden*
Alternate RVP *Eric Owens*
Administrative Goddess *Christine Neumeier*



Arkansas, Louisiana, New Mexico, Oklahoma and Texas are covered by the Southwest Region. From the bustling metropolises of Dallas and Houston, where TRACONS are the first and third busiest in the nation, to Roswell one of the last non radar approach control facilities, the people of this region are like no other in NATCA. Fiercely independent and proud of their chosen profession, its controllers work to a Cajun rhythm in Louisiana and safely steer aircraft clear of the Rockies in Albuquerque. Covering the Gulf of Mexico to the Texas panhandle, east through Oklahoma to the Ozark Mountains, it provides the safest, most efficient air traffic services possible. Air Force One calls on this region when going home to “the Rock.”

Major Accomplishments

An ever growing force of well trained represen-

tatives and advocates has turned the Southwest Region into one of NATCA's most active. The leadership turns to a cadre of specialists on almost every issue during the year. Notably, two of its volunteers were qualified to be hired in 1996 as full time, national office employees. Twenty of 38 grievances at the regional level were settled in favor of employees; two went to arbitration; the remainder are pending. More importantly, advocates and activists are encouraged to resolve issues before grievances become necessary. The regional philosophy: The bargaining unit is always better off if the union proactively resolves issues before damage can occur.

FACILITIES		LEVELS of FACILITIES	
Centers	3	I	4
Towers	14	II	10
TRACONS	24	III	14
Non Radar Approach	1	IV	8
		V	3

WESTERN PACIFIC

Regional Vice President *Owen Bridgeman*
Deputy RVP *Phil Greer*



Arizona, California, Nevada and Guam, Kwajalein island and American Samoa are the Western Pacific Region. From desert to mountain to tropical climates, this region offers residents and businesses variety, an enviable quality of life and space to grow. Popular leisure destinations and commercial hubs dot its landscape. Controllers in this region are proud of their contributions to the national organization – especially those in Hawaii and Guam because of their distance from the mainland.

Major Accomplishments

Honolulu CERAP increased its membership by almost 100 percent after an organizing campaign.

After filing almost 3,000 grievances, the region's new divisional leadership was convinced compliance with the negotiated bargaining agreement was mandatory, not voluntary. The division manager's policy was one which held his people accountable to the same standards expected daily of air traffic controllers. This resulted in removing several managers and supervisors who believed they could step to the beat of a different drummer.

FACILITIES		LEVELS of FACILITIES	
Centers	2	I	6
Towers	53	II	23
TRACONS	14	III	17
CERAPS	2	IV	6
		V	8

THE NATIONAL OFFICE WORKS FOR YOU



NATCA's Mike McNally testified before U.S. House of Representatives Transportation Subcommittee.

In 1996, the national office was restructured to "better serve members and help achieve greater efficiency in operations." A matrix concept was adopted, with incorporation of three lines and teams - formerly departments - within them. Lines are external operations, internal operations and future planning. Teams in external operations are safety and technology, litigation, negotiation and the general counsel; the lead was Maurice (Mike) Connor. Internal operations' teams are accounting, field services and training; its lead was Mike McNally until the new chief of staff, Jack Cole, was hired. Future planning teams are legislative affairs and communications; its lead: Sherrod Shim.

Several task-specific teams were created in 1996, including training, bringing the national office online, transfer of the NATCA web site, associate membership, and developing an ASOS strategy. These matrix teams were comprised of staff from various departments - people with an interest in the project or relevant expertise.

Following are highlights from the national office executive offices and teams.

Executive Offices

President

The president is the chief executive officer of the association and is responsible for implementing all policies established by the union's constitution and bylaws, the national convention and the National Executive Board. This position has the responsibility of employing any person or organization necessary to direct, manage and supervise any association affairs. He presides at all national conventions and NEB meetings, and chairs or directs the chair of the union's negotiation team.

Executive Vice President

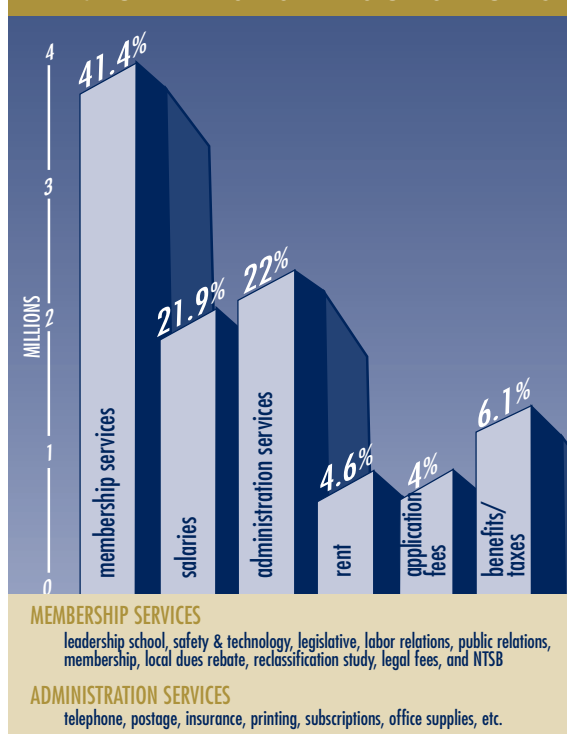
This position serves in place of the president when he is absent, and succeeds the president until the next regular election, if the office of president becomes vacant. He is responsible for keeping minutes of NEB meetings, maintenance and protection of all records, books, papers and contracts, including financial reports, and receives, holds and keeps a proper account of all funds; pays all legitimate bills and renders annual financial reports to the NEB.

"At the crossroads, we see the signs — some more clearly than others. Results of our choices at times may be painful but, in my mind, the direction is obvious."

Examples of Accomplishments:

- Directed all national office staff, including strategy development, issue management, programs and special initiatives.
- Directed national office reorganization for more efficient operations.
- Established a national office Training Team.
- Established full time NATCA liaison positions with the Federal Aviation Administration.
- Led congressional fights, resulting in restoration of Chapter 71 and the five percent controller pay differential, and other legislative campaigns, such as language including "full negotiability" - a first for federal sector unions.
- Established new and maintained existing working relationships with key members of Congress, their aides, top officials at the White House, and federal agencies.
- Developed and implemented targeted lobby initiatives for greater results.
- Strengthened coalitions with presidents of major aviation and related groups, including the Air Line Pilots Association, Air Transport Association, Aircraft Owners and Pilots Association, and National Business Aircraft Association.
- Reformulated travel guidelines to reduce costs.
- Increased training for arbitration advocates.
- Represented NATCA on national and international aviation-related steering committees, panel discussions and at Capitol Hill hearings in both houses of Congress.
- Significantly increased media activity and exposure.
- Directed and targeted the political action committee fund to bipartisan congressional candidates.
- Dramatically increased aggressive lobbying through fund-raisers and other political activities.
- Established the National Aviation Research Institute, the first organization promoting air traffic controller input in aviation equipment and related research.
- Created new publications, and improved professional presentation of existing ones.
- Participated in the selection of process for winners of major aviation trophies.

NATCA UTILIZATION OF 1996 UNION FUNDS



Accounting

Ongoing:

- Processed approximately 1,600 dues rebate checks and 6,000 expense vouchers per year.
- Processed all financial data (payroll, accounts receivable, budgets, etc.).
- Updated membership database.
- Processed membership applications.
- Handled billings.
- Assisted locals with Department of Labor and Internal Revenue Service 990 filings.
- Processed dues and initiation fees.
- Processed all financial data (payroll, accounts receivable, budgets, etc.).

Results:

- Implemented procedures to ensure funds benefit the union and its members.

- Example:

New travel policies that include:

- Pre-approval requirements for travel and rental car use.
- Rental cars must be mid-size or less.
- All expenditures must be supported by receipts.

- Expenditures must be reasonable for the area traveled.
- Meal costs must be reasonable and within the suggested maximum per-day cost.
- Strive for the lowest air travel rates in economy class.
- Collection procedures will be used to collect outstanding debts.

Communications

This team offers effective communication tools for other teams and the organization. It promotes NATCA's initiatives, products, services and achievements; provides accurate, timely, professional information to external audiences and the membership. Accomplishments follow.

- Issue management support: ASOS, reclassification, facility consolidation, East Coast oceanic project, Chapter 71, FAA reform.
- Media Relations: Average of 200-plus media calls over a six-month period.
 - 15 TV interviews, including ABC, CBS, CNN, National Press Club, C-SI.
 - 15 national radio interviews.
 - 20 national news releases.
 - 20 to 30 assists on regional news releases.
 - Standardized media kits.
 - Referred dozens of regional/local spokespeople to reporters, e.g. 48 Hours, Nightline, Today, Good Morning America, NOVA on PBS, evening news programs.
 - Communicated biweekly story ideas to members.
 - Created national media database, including 90-plus aviation contacts; regional databases for major media markets; and local databases, as needed, for specific issue-related releases.
- National Aviation Research Institute support: Communications strategy including media, image, marketing.
- Organizing Committee support: Associate member and generic membership recruiting strategies, and implementation/coordination of communications elements, i.e. fact sheets, video.
- Publications
 - Established timely and firm publication date for newsletter.
 - Improved the newsletter's format, graphics, readability.

- Produced new publications: quarterly booklets, convention report, counseled on design/printing for two Legislative Affairs Team booklets.
- Produced self-paying, four-color, 32-page convention brochure.

- Trade Booth
 - Replaced "dinosaur" with contemporary light-weight, user-friendly booth; revamped its visual presentation.
 - Streamlined process for booth distribution and use.
- National Office On-line
 - Phased-in first tier of national employees online, with single ISDN connection for future expansion and hosting of home page.
 - Facilitated teams developing home page and links.
- Miscellaneous
 - Streamlined fac rep mailing.
 - *Examples of estimated cost savings:* Newsletter printing, 25 percent; press release distribution, 50 percent per unit; press clip service, 25 percent.

Field Services

The former membership department was redefined as part of the 1996 restructuring. Its goals are:

Reliability	Consistency of performance and dependability, performing the service right the first time.
Responsiveness	The willingness or readiness of employees to provide timely service.
Competence	Possession of the required skills and knowledge to perform.
Access	Approachability and ease of contact.
Courtesy	Politeness, respect, consideration, friendliness.
Communication	Keeping members informed and actively listening to needs.

To reach the goals set for field services, administrative responsibilities were transferred to other teams.

Because research has shown it is five times more costly to recruit new members than to retain existing ones, this team places support for the Organizing Committee as a priority. In doing so, it works with committee members and coordinates efforts with national office staff in training, litigation, negotiations and communications.

General Counsel

The union's in-house lawyer provided legal advice to NATCA's officers, the executive board, local officers and members on a variety of issues, including interpretations of labor law, rules, regulations and requirements of the Department of Labor, and constitutional questions. This office is also responsible for oversight of outside counsel used for federal court litigation, and filing and handling of workers' compensation claims. The general counsel assists the Litigation Team in major arbitration cases, such as removal actions.

In 1996, NATCA counsel was successful in representing and preserving employment rights of individuals from heavy-handed or arbitrary personnel actions by the FAA, as well as providing day-to-day advice on a myriad of issues, including:

- Successfully reversed removal actions taken against controllers for loss of medical certification or excessive discipline by the agency.
- Provided legal representation to individuals being interviewed or investigated by the FAA, Civil Aviation Security Division, Federal Bureau of Investigation or other law enforcement agencies; and to members pursuing workers' compensation claims.
- Offered guidance to controllers involved in National Transportation Safety Board aircraft accident investigations and civil lawsuits arising from them.
- Interpreted practices, procedures and statutes of other federal agencies, such as the U.S. Departments of Labor and Justice, to members and the leadership.
- Negotiated and drafted contracts and memoranda of agreement/understanding for NATCA at the national and local levels.

Legislative Affairs

This team lobbies to members of Congress on issues of importance to NATCA members, interacts with the American Federation of Labor and the Congress of Industrial Organizations, and other allied groups. It provides updates to the membership, follows relevant legislation, including labor, federal worker, aviation and transportation issues. It facilitates grassroots initiatives, such as Lobby Week; handles political action committee contributions and disbursements; and works closely with communications and safety/tech teams in determining positions for public and member consumption, and framing issues for Congress.

This office monitored dozens of bills in Congress and interacted with its members, their staffs, other unions, aviation groups and NATCA members. For example, 21 aviation-related bills were introduced in Congress between April and June, 1996—five in the Senate, 16 in the House of Representatives. Major initiatives include:

Chapter 71

As a result of the intense lobbying efforts by NATCA—along with the other FAA unions and assistance from the White House, Congress reinstated Chapter 71 for FAA employees. President Clinton signed the continuing resolution into law on March 29, restoring air traffic controllers' rights. Chapter 71 is the vehicle that gives federal employees the right to join a union, bargain collectively and have disputes resolved impartially.

FAA Reform

As a result of pressure to reform the FAA, legislation was introduced in the House of Representatives and Senate. Both bills contained full negotiability provisions for NATCA—the first time in federal sector history. NATCA activists and the national office worked closely with majority and minority staff to ensure protection of air traffic controllers' rights under these bills.

Negotiability

With the passage of HR 3539 on Oct. 3, 1996, NATCA made history by becoming the first federal sector labor union with guaranteed full negotiability. What does this mean? A lot. When the FAA was stripped from Title 5 in 1995, NATCA and other unions were essentially left in a position of "consulting" with the agency. NATCA could consult all day and the FAA could say, "Thanks, but we're doing it our way." Those days ended when the president

signed the FAA Reauthorization Act. This is the first piece of legislation in a continuing move by the Congress and administration to improve the FAA through reform.

NATCA Political Action Committee

With a contribution base of over 2,500 air traffic controllers, NATCA PAC is the fastest growing political action committee in the federal sector. Due to the generous contributions of members, the PAC facilitates access to members of Congress and allows NATCA to demonstrate its support for representatives and senators sympathetic to controller issues. It is bipartisan, offering support for candidates in both houses of Congress.

Litigation Team

This team polices the collective bargaining agreement and ensures agency actions are consistent with the law, rules and regulations. It screens and evaluates the arbitration potential of all grievances and complaints of work-related issues. It also coordinates all initiatives related to the grievance and arbitration process. The team is responsible for training of facility representatives, selection of arbitrators for each regional and national panel, and training and assignment of field advocates. It provides research and briefing services to the National Executive Board, the trial committee and Legislative Affairs Team.

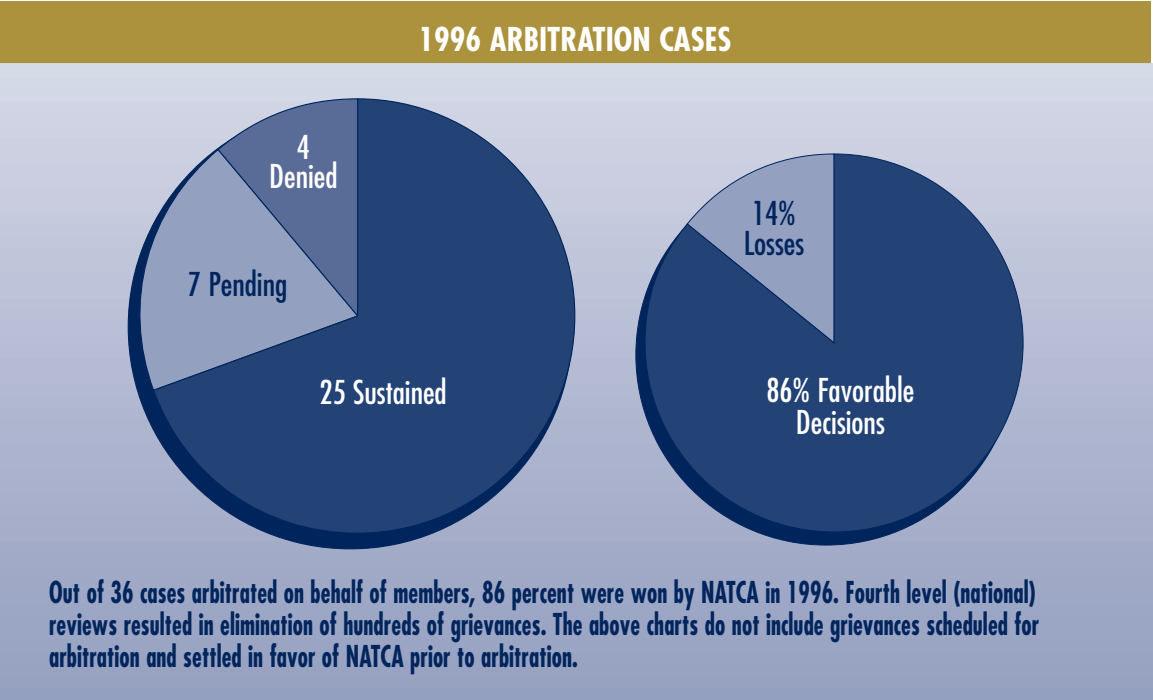
Throughout 1996, the Litigation Team maintained the high level of success to which the organization rapidly became accustomed. The quality of representation offered by regional field advocates grew and contributed significantly to the team’s overall efficiency. The effort of trained field advocates enhanced the ability to compile the documentation needed to resolve differences as early as possible. They prepared more complete packages and files, had a better understanding of the resolution process, and brought about many successful resolutions through ever increasing advocacy skills. Several of these highly effective advocates were selected to serve on the 1997 Contract Negotiating Team.

Some of the many issues addressed throughout the year included discipline, operational errors and deviations, permanent change of station benefits and contract interpretation.

Changes resulting from restructuring meant the former labor relations department was divided into two teams: litigation and negotiations, which provided a conduit for the proper and timely flow of necessary information.

Negotiations Team

This team responds to all FAA-initiated changes in personnel policies and working conditions. Depending on the gravity of proposed changes and legal constraints, it develops bargaining proposals



designed to enhance the working conditions of controllers or lessen the impact of changes to employee working conditions. Team members advise regional vice presidents and facility representatives on questions concerning negotiability of bargaining proposals. It also serves as the next step for impasses reached at the regional level. The team works closely with the Safety and Technology Team and field reps when developing positions on technological changes.

The team maintains a record of all national memoranda of understanding reached between the NATCA and FAA. Previous agreements often serve as a basis for the development of future ones and ensure steady progress in workplace improvements. The first MOU was signed shortly after NATCA's certification in June, 1987. It contained provisions for the NATCA/FAA grievance procedure and dues withholdings, which were eventually incorporated into the NATCA/FAA contract.

Although there are more than 90 MOUs, many are near the end of their useful life. A significant agreement in 1996 was:

- FAA Personnel Reform (May 22, 1996). It provides considerable flexibility in employee work rules, particularly mid-shifts, and sets the stage for a new compensation system.

Other issues in 1996:

- Effect of new technology on employees:
 - Voice Switching and Control System
 - Display System Replacement
 - Enhanced Terminal Voice Switch
 - Standard Terminal Automation



CBS News Correspondent Bob Orr interviews President Barry Krasner for the evening news.

- Replacement
- Merit System Promotion Program
- National Route Program
- New Compensation System
- Alternative Work Schedules
- Automated Radar Terminal System

Safety and Technology Team

Tracking equipment failures and successes, advising on national positions, interacting with key players in the FAA, working closely with the Safety Committee, and coordinating the interrelated activities of both safety and technology are services of this team.

Accomplishments in 1996 include:

- Compiled a national database that catalogs each technology subject, reports on its status, and identifies NATCA's representative to the project.
- Tracked key safety issues, such as wake turbulence, radiation hazards, pilot/controller communications, air traffic over the Gulf of Mexico surface weather products and facility security.
- Tracked technology and concepts, including Display System Replacement, Automated Surface Observing System, facility consolidation and modernization, Display Channel Complex Rehost, and all terminal and en route computer replacement programs.
- Monitored emerging technology, such as Center TRACON Automation System, data link, future TRACON automation, satellite navigation, the Global Positioning System, replacement of the Host computer system, and the free flight concept.
- Offered expertise in developing new criteria in determining facility classification and staffing.
- Created - through coordinators - a national safety database to track outages and associated problems.

1996 TECHNOLOGY PROJECTS

Following is a list of 1996 technology projects that have one or more members coordinating the work through the Safety and Technology Team; acronyms are provided only when they may not be obvious:

ASOS Controller Equipment (ACE)	Global Positioning System
Automatic Dependent Surveillance	Integrated Terminal Weather System
Airport Movement Area Safety System	Land and Hold Short Order
Air Route Surveillance Radar	Limited Aviation Weather Reporting System
Automated Radar Terminal System	Low Level Wind-shear Reporting System (LLWAS)
Airport Surface Detection Equipment (ASDE III)	Meteorological Aviation Reporting System/Terminal Area Forecast (METAR/TAF)
ASDE III (X) (lower cost version of ASDE)	Discreet Addressable Secondary Radar System with data link (Mode S)
Automated Surface Observing System	Next Generation Weather Radar (NEXRAD)
Airport Surveillance Radar (ASR-11 or ASR-9)	National Route Program
Systems Atlanta Information Display System (SAIDS-4)	Ocean Projects
Center/TRACON Automation System (CTAS)	Operational Data Management System
Data Link	Precision Runway Monitor
Digital ATIS (D-ATIS)	Surface Movement Area
Display Channel Complex Radar	Standard Terminal Automation Replacement System
Display System Replacement	Traffic Alert and Collision Avoidance System (TCAS)
Digital Voice Recording System	Terminal Doppler Weather Radar
Future Air Navigational Systems	Terminal Weather Information for Pilots (TWIP)
Free Flight	Video Compression
Gulf of Mexico Project (GOMP)	

Training Team

The Training Team, a concept proposed during National Executive Board strategy sessions, began its work in 1996. The team will further enhance the organization’s skills and knowledge base by offering training opportunities to members. In doing so, it will help participants better anticipate and respond to demands of an ever-changing environment.

A matrix team comprised of national office staff and members identified groups ripe for various

types of training, as well as topics of possible interest to them. One of its earliest initiatives was online training for national office staff.

It also quickly created a cadre of trainers in the field. They participated in a “Teaching Techniques for Labor Education” class, which enabled them to increase their effectiveness in the transfer of information to others.

Groups for future training programs include:

- Activists
- Alcohol/drug testing coordinators
- Arbitration advocates
- CISD reps
- Committee members
- Fac reps
- General membership
- Regional training coordinators
- Regional vice presidents
- OSHA reps

Examples of possible types of training:

- Collective bargaining agreement
- Negotiations/impact and implementation
- Facilitation of meetings
- Security investigations
- Leadership
- Local-building
- Grassroots legislation
- Strategic planning
- Writing



A C-SPAN appearance at the National Press Club by Executive Vice President Mike McNally focused on reclass.

NATIONAL OFFICE STAFF

Duane Allen	Accounting	Melinda Kim	Litigation
Frances Alsop	Accounting	Ken Montoya	Legislative Affairs
Fran Bowman	Accounting	Jim Morin	General Counsel
Cheryl Cannon	Receptionist	Mwaka Nakazwe	Accounting
Jack Cole	Chief of Staff	Ben Phelps	Safety and Technology
Tara Conn	Communications	David Sandbach	Litigation
Maurice Connor*	Safety and Technology	Sherrod Shim	Communications
Michael Doss	Negotiations	Sandra Simpson	Negotiations
Wilma Gisala	Accounting	Dick Swauger	Safety and Technology
Amy Gourley	Litigation	Bob Taylor	Litigation
Shannon Grant*	Accounting	Heather Timme	Training
Susan Tsui Grundmann	Litigation	Stacy Trigler	Legislative Affairs
Donna Gunter	Safety and Technology	Jamie Tsakanikas	Field Services
Adell Humphreys	Executive Office		
Kelly Kennai	Communications		

**Transferred subsequently to the National Aviation Research Institute.*

NARI

The National Aviation Research Institute was introduced to the aviation community and membership at a Washington news conference in July. An outgrowth of NATCA, it was created to ensure the “human element” will be portrayed in all phases of research and development projects related to air traffic control.

Although financially seeded by NATCA, it will become separate and distinct from the union once contracts and funding accrue. Its purpose is to seek grants for future programs, procedures and

technologies that impact controllers and aviation.

Currently, NATCA is belatedly asked for input in the equipment and technology evaluation process. When problems are identified at these later stages by controllers, corrective measures are then considered too costly or cumbersome. NARI will change this equation by offering air traffic controllers in a consultant role to corporations, aviation agencies, universities and think tanks.

Its executive director is Maurice Connor.



President Barry Krasner introduces the National Aviation Research Institute at a news conference in Washington.

STANDING COMMITTEES

National Constitution Committee

It ensures proposed amendments to the NATCA constitution meet deadlines prior to conventions; it then debates each proposal with the goal of submitting to the convention a recommendation for or against adoption. At the convention, the committee sits as the rules and resolutions committees. The Rules Committee drafts the proposed convention rules to be adopted by delegates; the Resolutions Committee reviews proposed resolutions as to their timeliness, and alerts the president to any possible constitutional conflicts. After the convention, it compiles the changes, verifies them with the convention transcript and publishes the revised constitution and bylaws.

National Finance Committee

It forwards proposed amendments and recommendations to the convention body, reviews salaries of national officers, and prepares a report about its meetings and

activities since the previous biennial convention. It reviews and approves the union’s annual budget, and conducts quarterly audits.

National Legislative Committee

It is responsible for organizing and implementing the union’s grassroots legislative efforts, and is comprised of an appointed representative from each region and a chairperson elected by the committee. It works with the Legislative Team to ensure activities are in concert with the national agenda, as well as develops training sessions, recruits volunteers and disseminates pertinent information. Lobbying by the committee and NATCA members is ongoing throughout the congressional calendar year. Each regional legislative chairperson is responsible for establishing a network of activists within his or her region, and ensuring they are provided with training resources to build working relationships with members of Congress.

“Our small band of controllers struck out – upward and onward – with the vengeance of a little union that could. Against all odds, we organized in the middle of the 1980s when unionism represented for many the antithesis of a loudly touted self-absorbed, selfish ‘me’ generation.”

National Safety Committee

It is the focal point for NATCA on all air traffic control and aviation safety issues, including procedural initiatives, existing and future equipment/technology and industry liaison. It works closely with the Safety and Technology Team in advising the union’s leadership about safety issues affecting bargaining unit members, as well as coordinating and providing input to work groups.

Alternate Work Schedule Committee

Its original mission—spelled out in NATCA’s first collective bargaining agreement in 1989—was to jointly work with the FAA to effectively incorporate flexible and compressed work schedules into the daily lives of working air traffic controllers. Doing so enables employees to design a schedule best suiting their needs, as long as it meets specific criteria relating to operational requirements. A 1994 convention resolution required the union to seek total expansion of all forms of AWS for application nationwide. An attempt to remove many of the previously agreed to restrictions was made, with some success. However, congressionally-mandated FAA personnel reform has brought ambiguity to the committee’s work.

Aviation Labor Coalition for FAA Reform

The ALC, comprised of three nationally recognized unions certified to bargain on behalf of FAA employees, was formed in December 1995 and continued until Spring 1996, after Congress passed a bill exempting vital provisions of Title 5, U.S. Code, which were due to become effective on April 1. Personnel laws governing all other federal employees and the teeth empowering unions are contained in it. With the threat of losing statutory protections, NATCA assigned a team of members from the field and staff to the coalition. The ALC included NATCA, the Professional Airways Systems Specialists and National Association of Air Traffic Specialists. They represented controllers, center, terminal and station options and technicians. The ALC was successful at regaining the Chapter 71 provision through exhaustive efforts on the part of the membership. As a result, employees continue to enjoy the benefit of union representation. The ALC – while not active – continues, but its scope of responsibilities now goes beyond FAA reform.



Debriefing of Aviation Labor Coalition teams at the Mayflower Hotel in Washington occurred nightly.



The back room team of the Aviation Labor Coalition began early and continued throughout the day – seven days a week.

Communications Committee

It facilitated better communications among the membership, such as recommending a national pager network, a closed bulletin board (via CompuServe and previously GENIE), and helping establish NATCA's world wide web page.

Critical Incident Stress Debriefing Program

With 14 trained NATCA peer facilitators prepared to respond to a critical incident, it works closely with the FAA and the contractor responsible for providing certified clinicians at the time of major events, such as airline crashes. It facilitates an expeditious response by counselors, and tries to lessen the powerful impact that disturbances can have on controllers. The program's goal is to return people to their jobs with little or no lasting effects from witnessing a tragedy. It is working to standardize the program through an MOU with the FAA.

Employee Assistance Program Committee

It works with the FAA and its EAP contractor to create a more user-friendly program. NATCA members who encounter problems with EAP visits are encouraged to contact any committee member for confidential consultations. An important development was the implementation of the self referral policy for drugs or alcohol, allowing controllers with a substance abuse problem to seek help through FAA's EAP and not automatically be placed in a "last

chance" agreement. Another policy change prohibits on-site counselors who staff many larger FAA facilities from handling cases where drugs or alcohol are the issue. The committee serves as a clearinghouse to members on policy changes, their intent and a course of action.

Equal Employment Opportunity Committee

It promotes a work environment free of all discrimination based on physical handicap, age, gender, race, religion, sexual orientation, color or national origin. While striving to provide the best and most efficient air traffic service to the world's aviation community, NATCA recognizes similarities and differences of all individuals and their contributions.

Facility Consolidation Committee

It identifies issues that could have adverse effects on controllers when they're required either to co-locate or consolidate with other facilities under the FAA's consolidation program. Potentially negative results include controllers with different grades being in the same building, which NATCA opposes; downsizing of the workforce; air space redesign that could significantly alter the facility's grade and classification; and relocation of employees (moving costs, retraining). The program currently only applies to TRACONS.

“As we pause at the crossroads, we must remember we got this far because all of us – your brothers and sisters, your fellow controllers – have, in our diversity, been unified through our affiliation with each other in NATCA.”

Level I Federal Contract Tower Ad Hoc Committee

Comprised of six union and six management representatives, it mitigates the impact on the bargaining unit employees created by the FAA's unilateral decision to contract out all Level I visual flight rule towers to private companies. It makes recommendations about which facilities will be contracted during each fiscal year and where displaced bargaining unit employees will be relocated. These recommendations are forwarded to the director of FAA's air traffic division and the NATCA president for concurrence. Once final decisions are made, the committee works with the agency's program office to assist employees during the transition.

Occupational Safety, Health and Environmental Committee

It establishes and promotes an effective program, improve labor-management cooperation, and provide methods for employees to raise concerns related to OSH&E without fear of reprisal.

Organizing Committee

It fulfills convention, delegates and the NEB's goals by devising strategies to recruit new members. An objective is to instill a greater understanding of each person for his or her role in organizing, and to support locals committed to expanding membership. Current targets are: Increase NATCA membership to 90 percent of the bargaining unit by the year 2000, organize other (non-controller) bargaining units, and develop viable associate and corporate membership programs.

Reclassification Committee

It developed a new classification system that takes complexity, as well as volume, into account when measuring differences between facilities. It worked on a compensation schedule with between 10 and 14 grades, compared to the current five. It distinguishes smaller differences among facilities and pushes the pay up from bottom levels, while alleviating the compression problems throughout the grades.

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“Many of you can share the credit for our accomplishments, for the gains made when they said it couldn't be done, for your commitment to the good of the whole, and for your very presence.”

Organizational Communications Network

The OCN was established in January 1996 as an additional tool for NATCA to use in influencing FAA on personnel reform. Approximately 35 members from facilities across the country assumed the additional responsibility of collecting and disseminating information throughout the organization as a way of unifying NATCA leaders and keeping them informed. The most effective aspect of the network was its self-imposed requirement that all communications be done face-to-face. The OCN used the “information tree” method of getting the word out or collecting information channeled back to the national office.

Training Committee

It is comprised of one national and nine regional coordinators, and any NATCA representative on a training work group. The committee identifies needs, shares information and proposes solutions with members and elected officials. As a subgroup, three members sit on an advisory committee to the agency, fulfilling NATCA's contractual obligation of discussing issues related to the bargaining unit.

Training coordinators are selected by regional vice presidents because of their expertise and desire to improve the program. They established a network within regions to gather and disseminate information. Dedicated to assisting the controller workforce, they strive to provide the highest quality training initiatives within their regions.

NATCA's Special Work Groups

Arbitration Advocates

Their purpose is to determine whether all grievances pass criteria for arbitration, serve as the lead for proceedings, and be a co-advocate with counterparts in the field. They are involved in policing of laws, rules, regulations and the collective bargaining agreement; consultation on all employment issues; training of facility representatives; training of field advocates; selection of arbitrators on each regional panel; assignment and scheduling of advocates.

FAA Liaisons

The liaison function began in October 1994. The first liaison was attached to the FAA's Air Traffic Plan and Requirements office, which addresses future systems, new technology, weather and new equipment. In February 1996, the second liaison position was created for Air Traffic Operations; it focuses on procedures, strategic and tactical operations. A third liaison began in August, and focuses on training issues.

Since the position's genesis, the liaison function has successfully accomplished the following:

- Created and developed a role for NATCA, and consequently the voice of the controller workforce, on the RTCA select committee for free flight, including long term, high level plans.
- Established a working relationship with NASA and the FAA's Research and Acquisitions Division.
- Created and served on a human factors symposium.
- Delivered papers and served as panelists and panel chair for various technical and aviation forums, such as the Air Traffic Control Association and Air Institute on Aeronautics and Astronautics.

Perhaps the most profound contribution during the course of the liaison's activities cannot be restricted to a specific project, but involves the direct and immediate tie he or she builds between the union and service directors at FAA without intervening layers of bureaucracy and the limitations generated by labor relations. The position, as such, is by definition highly controversial for both the agency and the union.

“We can stretch our mettle and broaden our vision, or passively accept tradition's predictability.”

National Transportation Safety Board

NATCA's air safety investigators continue to play a major role in accident investigations conducted by the National Transportation Safety Board. In major accidents involving air carriers or commuters and in general aviation accidents, NATCA's trained investigators work alongside NTSB experts to uncover facts and determine the probable cause and contributing factors. As “party” participants to accident investigations, NATCA suggestions have been reflected in the NTSB's formal recommendations to the FAA administrator.

NATCA was granted party status in 1996 by the NTSB in numerous accidents and incidents, including the Tower Air Boeing 747 take-off accident at John F. Kennedy Airport, the ValuJet accident in the Florida Everglades and TWA Flight 800's tragedy off Long Island. NATCA also had additional investigators on weather, air frame structure and air traffic control working groups. The presence of line controllers, with their specialized training, ensures controllers are protected from unwarranted attacks from other segments of the aviation community.

Interpretation of radar data by NATCA's investigators has also become crucial in a number of general aviation accidents.

Safety and Technology Work Groups.

NATCA controllers participate on most FAA technology projects. And, while controller input is not requested at the concept stage of development, it is an invaluable aid to the agency in determining whether or not equipment will be useful or workable.

“NATCA at the crossroads. We can choose to shape our future by leaning into the changes needed to prosper instead of merely exist. Or we can remain in a comfort zone with our memories.”

1996 BIENNIAL CONVENTION



Outgoing Legislative Committee Chairperson Debbie Cunningham was recognized at the 1996 convention.

NATCA's place in history was evident at the 1996 convention in Pittsburgh. "To move forward, the 1996 convention body must look in the mirror, determine what it sees there and, then, decide what we want to be 10 years from today," President Barry Krasner said in opening remarks.

Look in the mirror, it did. What it saw was a progressive, future-oriented union able and capable of handling challenges ahead. Starting with issues of the day, delegates tackled many topics - some previously taboo - and others mundane. In many cases, they faced pros and cons with diligence, passion, a dash of hilarity and professionalism. Occasionally, voice-only votes passed with little enthusiasm, and no debate or opposition. In other words, it was business as usual for an increasingly proficient assembly.

During the course of the three-day convention, delegates voted for significant change in the organization: Expanding categories of members to such groups as FAA engineers, establishing a national seniority system, and giving the National Executive Board power to disaffiliate with the Marine Engineers' Beneficial Association and pursue other options.

"Today, NATCA is at a crossroads. Everything thus far has led up to this watershed year. I don't believe it's an accident we're in Pittsburgh, a city that offers us much — including lessons learned when at a critical fork in the road."

EXPECTATIONS FOR 1997 AND REMAINDER OF THE DECADE

The future is dependent on the past, initiatives currently underway, as well as political, environmental and economic dynamics unknown to anyone. Still, with some calculated crystal ball gazing, credible speculation is possible. At the root of all forecasting is continued growth.

In the years bridging 1997 to 2000, NATCA will remain air traffic controller focused, but it will also reflect interests of other aviation and safety occupations. Major audiences for many union positions will be the Congress and public. Since a key reason people join a bargaining unit is ensuring workplace protections through a negotiated contract with the employer, labor relations will remain a significant force.

Generally, NATCA is and will take on even more aggressive issues, specifically privatization, fee-for-service concepts and alternate FAA funding streams. In all arenas, the union's influence and standing will rise.

A vision of upcoming initiatives below may offer a blueprint for NATCA's future, and serve as goals for members, local and regional officers, committees, staff and the NEB.

Organizing

The first priority is recruiting FAA air traffic controllers. After 10 years, NATCA hovers at the 70 percent mark - holding first place in per capita membership over all federal sector unions. Reaching the remaining 4,000 controllers and converting them into members are already up-and-running goals.

Recruiting Level I contract towers is an effort to "follow the work." In other words, if the FAA uses consultants or contract employees, organize them. Provide these workers with better pay and benefits that improve their performance, increase the safety and proficiency in air traffic control, and reduce the cost savings ratio to stop piecemeal privatization.

FAA engineers represent a group of approximately 1,200 people who could be expected to join NATCA. A national election is imminent, and dependent on legalities and the election process itself.

Several Department of Defense air traffic control facilities contacted NATCA seeking union representation. Most are represented by other AFL-CIO affiliated unions and covered by a base-wide contract. If, at some future date, affiliations or other mutually agreeable terms can be reached, NATCA will be willing to provide the benefits of representation and membership.

A strong possibility exists that traffic management and staff functions will be converted to bargaining unit positions - allowing the union to organize an additional 1,200 potential members.

With these additions, the strength of NATCA will remain air traffic controllers because sheer numbers will be higher. Additional services will be expected by new categories of membership – and provided. However, it is not anticipated they will require more than modest growth in staff. On the other hand, the benefits of representing engineers, contract tower controllers, and others include increased clout on Capitol Hill and added influence in the labor community.

Affiliation

It is the desire of the NEB to directly affiliate with AFL-CIO, which will result in dramatic cost savings because of lower fees, increased access to the federation and more direct, stronger support for important issues facing controllers and other aviation related occupations.

PASS and NAATS

The strong relationships with NAATS and PASS developed and nurtured during the months-long Aviation Labor Coalition for FAA Reform continues and will coalesce into deeper, closely aligned partnerships on common issues.

Legislation

A dynamic grassroots machine is in NATCA's future. Building on an energized group of legislative activists will be an important goal in coming years. As a foundation for this growth, a campaign to

educate members about issues, the congressional process and strategic goals will be ongoing.

Communications

Trained spokespeople in the top 50 media markets are envisioned as part of continuing efforts to reach the public and other audiences, such as the FAA and Congress. With tax dollars needed for many controller and aviation solutions, it will remain vital that typical citizens understand and agree with NATCA positions. Utilization of electronic media, online services, publications and other vehicles will help inform members, Congress and the public.

Labor Relations

It is anticipated that negotiations of the most expansive working agreement between NATCA and the FAA will be achieved for controllers. The union will have full negotiability on pay and benefits in the future, as well as on traditionally non-negotiable issues, such as staffing, technology and training.

Building Fund

The building fund, established to set aside money for a new, larger headquarters in Washington, will probably be released at the 1998 convention. Money will be used to purchase a downtown office building with an 80 to 90 percent occupancy rate. Rental units will generate revenues for a member benefit fund including a supplemental pension plan and national dental insurance coverage.

“To be successful, we must think strategically. To win on every level, we need clout, not just muscle. Strategically, we must say ‘yes’ to expanded organizing opportunities. As others carry the NATCA banner with us, our singular, unified voice will be heard in the White House, Congress and FAA, and the public.”



The convention body debated seniority.

NATCA DISTRICT NO 1 MEBA/NMU

(AFL-CIO) ANNUAL FINANCIAL REPORT

FOR THE YEAR ENDING DEC. 31, 1996

The following financial statement and supplementary financial information are presented in accordance with Article IX, Section 2 of the NATCA National Constitution. This information has been extracted from the report of our independent certified public accountants, Buchbinder Tunick & Co., dated March 1, 1996, and is presented below in a condensed format. A copy of the accountant's report is on file at the office of each regional vice president.

STATEMENT OF FINANCIAL POSITION DEC. 31, 1996

ASSETS:	
Unrestricted cash and cash equivalents:	
Unrestricted cash	\$1,961,628
Restricted cash	7,030
Petty cash	400
Total cash and cash equivalents	1,969,058
Receivables — dues	216,093
Disaster loans	31,700
Recruiting loans	16,000
Other	6,576
Total receivables	270,369
Prepaid expenses	56,361
Prepaid travel expenses	11,433
Security deposits	36,356
Property assets — at cost	
Furniture, fixtures and equipment	1,035,795
Leasehold improvements	363,724
Property under capital lease	65,102
Total property assets	1,464,621
Less accumulated depreciation and amortization	(838,282)
Net property assets	626,339
Total assets	\$2,969,916

LIABILITIES AND NET ASSETS:

Accounts payable and accrued expenses	\$ 438,018
Accrued vacation and sick pay	239,534
Dues rebate payable	221,186
Dues to District No. 1 - PCD, MEBA	194,544
Obligations under capital lease	50,574
Payroll taxes payable	1,305
Deferred rent	184,875
Total liabilities	1,330,036
Net assets:	
Unrestricted	1,621,850
Restricted	18,030
Total net assets	1,639,880
Total liabilities and net assets	\$2,969,916

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STATEMENT OF ACTIVITIES FOR THE YEAR ENDING DEC. 31, 1996

Revenue:	
Dues	\$7,861,637
Initiation fees	280,890
Interest income	66,565
Sale of promotional items	16,725
Convention income	40,336
Other	31,079
Total revenues	8,297,232
Expenses	
National office and regions	1,799,259
Programs and services and supporting services	4,154,987
Personnel expenses	2,302,152
Total expenses	8,256,398
Change in net assets	40,834
Fund balance, beginning of year—unrestricted	1,581,016
Fund balance, end of year – unrestricted	1,621,850
Disaster relief fund – restricted	18,030
Fund balance, end of year	\$1,639,880

STATEMENT OF CASH FLOW FOR THE YEAR ENDING DEC. 31, 1996

CASH FLOW FROM OPERATING ACTIVITIES:

Change in net assets	\$ 40,834
Adjustments to reconcile change in net assets to net cash used by operating activities:	
Depreciation and amortization	196,895
Computer loan forgiveness	67,506
Provision for vacation and sick leave	35,196
Changes in operating assets and liabilities:	
Decrease (increase) in assets:	
Receivables	214,771
Prepaid expenses	(10,084)
Other assets	7,139
Restricted fund	5,547
Increase (decrease) in liabilities:	
Accounts payable and accrued expenses	130,573
Dues rebates payable	36,186
Deferred rent	(56,884)
Payroll taxes payable	(437)
Net cash provided by operating activities	667,242
Cash flow from investing activities	
Purchase of property assets	(112,694)
Net cash (used in) investing activities	(112,694)
Cash flow from financing activities	
Payments on notes payable	-0-
Increase in obligations under capital leases	(11,833)
Net cash (used in) financing activities	(11,833)
Net increase (decrease) in cash	542,715
Cash at beginning of year	1,426,343
Cash at end of year	\$1,969,058
Supplemental data:	
Interest paid	6,440

SCHEDULE OF EXPENSES FOR NATIONAL OFFICE AND REGIONS
FOR THE YEAR ENDING DEC. 31, 1996

Salaries	\$1,801,118
Payroll taxes	132,174
Employee benefits	368,860
Temporary help	4,669
Rent and occupancy expenses	378,894
Telephone	200,371
Repairs and maintenance	23,731
Office supplies and stationery	79,788
Reproduction, printing and publications	61,351
Postage and express mail	100,626
Membership items	27,522
Office improvements	10,502
Publicity, promotions and promotional items	2,180
Dues and subscriptions	7,677
Data processing expense	9,521
Rental — office equipment	34,305
Service charges	26,700
Insurance	39,029
Flowers and wreaths	1,527
Depreciation and amortization	196,895
Licenses, permits and taxes	14,000
Travel	465,538
Parking and local transportation	43,559
Miscellaneous	2,251
Meetings	10,732
Donations	8,255
Gifts and awards	6,345
Representation training	40,358
Conferences and seminars	2,584
Other professional fees	349
Total	\$4,101,411

SCHEDULE OF EXPENSES – PROGRAMS AND SERVICES AND SUPPORTING SERVICE FOR THE YEAR ENDING DEC. 31, 1996

Programs and services:	
NTSB representation	38,963
Reclassification study	161,411
Quality Through Partnership	1,139
Leadership school	962
Election expenses	43
Scholarship and tuition	16,329
Contract expenses	1,815
Appropriation to disaster relief fund	5,500
National Committee Expenses:	
Lobby Week	13,707
Finance Committee	8,797
Constitution Committee	6,113
Environmental protection	19,210
Legal research	230,627
Trial Committee	74
Communication Committee	6,426
Title V Committee	208,294
Organizing Committee	43,629
Legislative Committee	48,077
Legislative ad hoc group	104
Safety Committee	34,663
National Departments' Expenses:	
Public relations	288,801
Labor relations	311,594
Safety and technology	47,713
Legislative	143,800
Membership	70,877
NATCA Voice	43,612
National Aviation Research Institute	12,640
Total programs and services	1,764,920
Supporting Services:	
Rebates to locals	1,105,332
Affiliation fees – District No. 1 PCD, MEBA	331,546
Paging	288,548
Convention – 1996	358,078
Interest	6,440
Auditing fees	48,715
Other professional fees	72,846
National Executive Bzoard meetings	67,354
Relocation	8,434
Provision for vacation and sick leave	35,196
Computer loans forgiven	67,506
Dues refund	72
Total supporting expenses	2,390,067
Total program and services and supporting services	\$4,154,987



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